

Feedback Results
Your CompanyName Here
2024

Sample Employee

Results Generated by HR-Survey

November 2024

Introduction

What you will find in this report

This report includes the feedback results gathered for you. It is designed to assist you in recognizing your strengths, identifying areas for improvement, and understanding where your self-assessment may differ from the feedback providers' perspectives.

We trust that you will recall from your experiences the challenge of offering such feedback, remain receptive to different viewpoints, and be prepared to incorporate this feedback into your personal development.

Goals of the 360 Degree Feedback

Multi-Source Feedback offers a comprehensive view of an individual's behavior and performance by incorporating diverse perspectives from the workplace. It provides recipients with valuable insights for their development and enriches reviewers with additional feedback.

Receiving feedback from various sources can enhance your self-awareness, illuminate how others perceive you across different roles, and contribute to your professional growth.

Receiving Feedback

Feedback is a valuable tool for self-reflection. It helps us understand how others perceive us, which can differ from our own self-image. By reflecting on feedback, we can set specific goals for professional growth. It's important to view feedback as a perspective on how we can improve our performance and relationships. Seeking and receiving feedback is the only way to uncover our "blind spots" and learn about the unintended negative consequences of our actions.

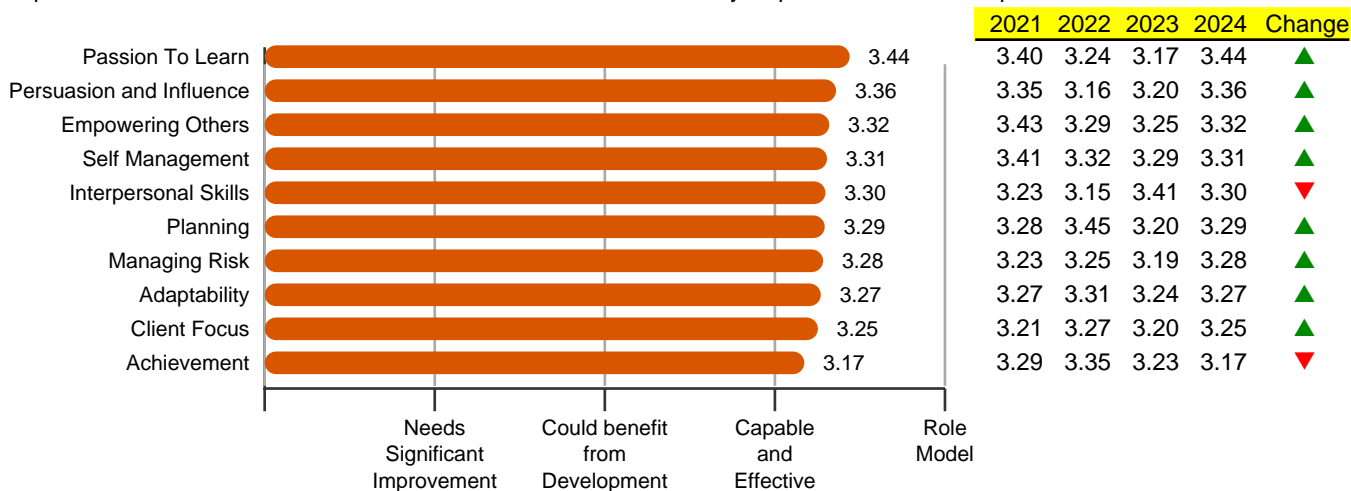
What to Do with Your Feedback

Use feedback to better understand yourself and set goals for improvement. Consider feedback as different perspectives on your strengths and weaknesses in specific areas where you want to be more effective.

Summary

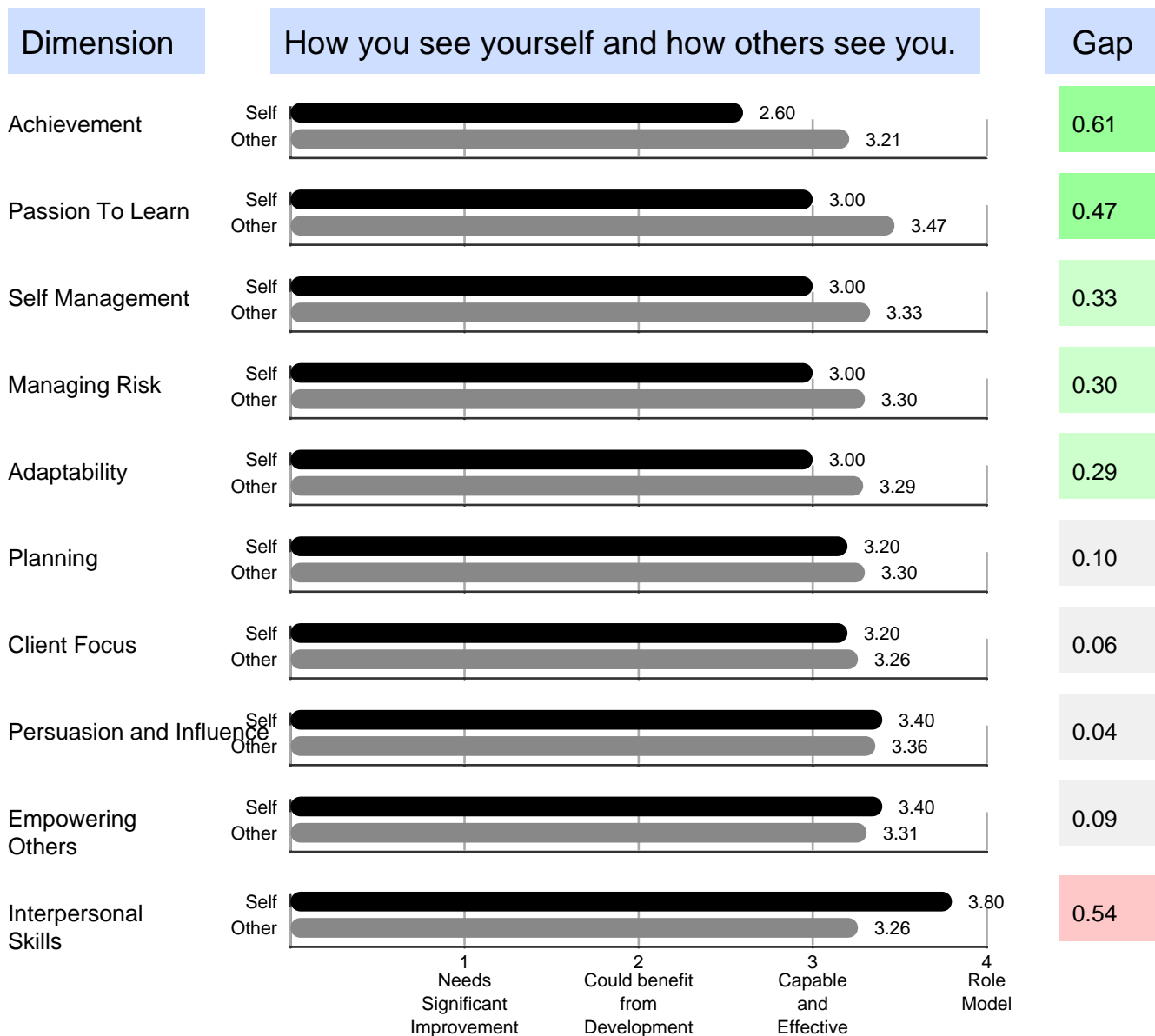
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 10 principal dimensions of leadership.

The summary scores for each dimension, displayed below, were derived by averaging the scores for all questions within that dimension from all respondents. These summary scores are arranged in descending order, with the highest scores at the top. The dimensions listed towards the bottom are the ones that may require the most development.



Gap Analysis

These charts graphically represent the "Gap" indicating the difference between your average self-assessment on each competency and the average rating given by other respondents. This visualization aids in identifying blind spots—areas where others rated you more favorably than you did yourself, indicated by varying shades of green. In contrast, it also highlights areas for improvement—where you rated yourself higher than others, shown in shades of red. The intensity of the color correlates with the size of the Gap. If a competency's Gap is not colored, it signifies consensus between your self-assessment and others' feedback.



Adaptability

Adaptability is the ability to work in a dynamic environment, accommodating changes in procedures/priorities/staffing, flexible to change, and is responsive to the needs or others or needs of the situation. To be able to adapt to changes, you need to analyze the situation, be willing to adapt as needed.

Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Needs Significant Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
1. Adjusts plans to meet the needs of new constraints.	15	3.20	86.7	13%	53%	33%	
2. Ability to recognize the potential benefits of change, and create an infrastructure which supports change.	15	3.33	100.0		67%	33%	
3. Is aware of changes to the policies and procedures.	15	3.33	93.3	7%	53%	40%	
4. Works effectively in dynamic and changing work environments.	15	3.27	93.3	7%	60%	33%	
5. Adapts to changes in team membership.	14	3.21	85.7	14%	50%	36%	

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration. The direction of change is indicated by a colored triangle.

Item	2021	2022	2023	2024	Change
1. Adjusts plans to meet the needs of new constraints.	3.20	3.20	3.00	3.20	+0.20 ▲
2. Ability to recognize the potential benefits of change, and create an infrastructure which supports change.	3.27	3.40	3.40	3.33	-0.07 ▼
3. Is aware of changes to the policies and procedures.	3.40	3.40	3.27	3.33	+0.07 ▲
4. Works effectively in dynamic and changing work environments.	3.47	3.33	3.40	3.27	-0.13 ▼
5. Adapts to changes in team membership.	3.00	3.20	3.13	3.21	+0.08 ▲

Self Management

Manages own responses to feelings and actions. Uses introspection and self-evaluation to improve their own performance.

Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Needs Significant Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
6. Analyzes interpersonal problems instead of reacting to them.	15	3.47	100.0		53%	47%	
7. Analyzes own reactions on the spot to ensure that communication does not appear to be driven by anger.	15	3.40	93.3	7%	47%	47%	
8. Does not allow own emotions to interfere with the performance of others.	15	3.20	86.7	13%	53%	33%	
9. Sets an example for associates during stressful periods by maintaining a positive, can-do attitude.	15	3.27	86.7	13%	47%	40%	
10. Uses patience and self-control in working with customers and associates.	15	3.20	93.3	7%	67%	27%	

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration. The direction of change is indicated by a colored triangle.

Item	2021	2022	2023	2024	Change
6. Analyzes interpersonal problems instead of reacting to them.	3.40	3.13	3.07	3.47	+0.40 ▲
7. Analyzes own reactions on the spot to ensure that communication does not appear to be driven by anger.	3.40	3.20	3.33	3.40	+0.07 ▲
8. Does not allow own emotions to interfere with the performance of others.	3.40	3.40	3.20	3.20	
9. Sets an example for associates during stressful periods by maintaining a positive, can-do attitude.	3.53	3.40	3.60	3.27	-0.33 ▼
10. Uses patience and self-control in working with customers and associates.	3.33	3.47	3.27	3.20	-0.07 ▼

Passion To Learn

High level of curiosity and committed to their professional development.

Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Needs Significant Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
11. Exhibits willingness to upgrade skills through additional training and education.	15	3.67	100.0	33%	67%		
12. Stays up-to-date on emerging technologies.	15	3.40	93.3	7%	47%	47%	
13. Is committed to enhancing their own knowledge and skills.	15	3.13	86.7	13%	60%	27%	
14. Takes initiative for own learning and development.	15	3.47	100.0	53%	47%		
15. Creates an environment that supports personal development and exploration.	15	3.53	100.0	47%	53%		

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration.

The direction of change is indicated by a colored triangle.

Item	2021	2022	2023	2024	Change
11. Exhibits willingness to upgrade skills through additional training and education.	3.40	3.40	3.27	3.67	+0.40 ▲
12. Stays up-to-date on emerging technologies.	3.53	3.20	3.00	3.40	+0.40 ▲
13. Is committed to enhancing their own knowledge and skills.	3.20	3.21	3.40	3.13	-0.27 ▼
14. Takes initiative for own learning and development.	3.20	3.13	3.00	3.47	+0.47 ▲
15. Creates an environment that supports personal development and exploration.	3.67	3.27	3.20	3.53	+0.33 ▲

Persuasion and Influence

Able to persuade and influence others to obtain certain objectives and goals.

Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Needs Significant Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
16. Attempts to persuade others rather than simply control them.	15	3.47	93.3	7%	40%	53%	
17. Seeks to obtain consensus or compromise.	15	2.93	73.3	27%	53%	20%	
18. Ensures stakeholders are involved in the decision making process.	15	3.40	93.3	7%	47%	47%	
19. Able to express own goals and needs.	15	3.53	100.0		47%	53%	
20. Communicates effectively with others.	15	3.47	100.0		53%	47%	

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration. The direction of change is indicated by a colored triangle.

Item	2021	2022	2023	2024	Change
16. Attempts to persuade others rather than simply control them.	3.33	3.00	3.07	3.47	+0.40 ▲
17. Seeks to obtain consensus or compromise.	3.40	3.20	3.33	2.93	-0.40 ▼
18. Ensures stakeholders are involved in the decision making process.	3.47	3.53	3.20	3.40	+0.20 ▲
19. Able to express own goals and needs.	3.13	2.87	3.53	3.53	
20. Communicates effectively with others.	3.40	3.20	2.87	3.47	+0.60 ▲

Achievement

A consistent drive to set and attain challenging goals, a strong desire to improve performance, and a commitment to excellence. Individuals with high achievement orientation are often self-motivated, disciplined, and persistent. They seek out feedback, are adaptable, and have a strong work ethic; always striving to do better.

Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Needs Significant Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
21. Establishes stretch goals to advance skills and output.	15	3.00	80.0	20%	60%		20%
22. Takes calculated risks to achieve significant rewards.	15	3.53	100.0		47%	53%	
23. Successfully launched the ABC project.	15	3.13	86.7	13%	60%		27%
24. Sets ambitious standards of performance.	15	3.13	80.0	7% 13%	40%		40%
25. Driven to complete goals despite obstacles that may arise.	15	3.07	86.7	13%	67%		20%

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration. The direction of change is indicated by a colored triangle.

Item	2021	2022	2023	2024	Change
21. Establishes stretch goals to advance skills and output.	3.47	3.13	3.20	3.00	-0.20 ▼
22. Takes calculated risks to achieve significant rewards.	3.20	3.33	3.07	3.53	+0.47 ▲
23. Successfully launched the ABC project.	3.20	3.47	3.27	3.13	-0.13 ▼
24. Sets ambitious standards of performance.	3.33	3.47	3.33	3.13	-0.20 ▼
25. Driven to complete goals despite obstacles that may arise.	3.27	3.33	3.27	3.07	-0.20 ▼

Managing Risk

Risk represents an uncertainty that can either positively or negatively impact the achievement of business goals. Risk Management is the process of recognizing, evaluating, and analyzing risks to reduce the occurrence of, or minimize the impact of, adverse events or identify potential opportunities. Effective risk management can improve responsiveness to adverse events and the information gathered from risk management can help improve strategic decision making.

Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Needs Significant Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
26. Prioritizes risks based on probability of occurrence and possible impact to the company.	15	3.20	93.3	7%	60%		33%
27. Uses actionable data and analytics to improve risk tolerance.	15	3.40	93.3	7%	47%		47%
28. Establish roles, responsibilities, procedures.	15	3.60	93.3	7%	27%		67%
29. Is aware of process safety management.	15	3.20	86.7	13%	53%		33%
30. Communicates the protocols.	14	3.00	92.9	7%	79%		14%

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration. The direction of change is indicated by a colored triangle.

Item	2021	2022	2023	2024	Change
26. Prioritizes risks based on probability of occurrence and possible impact to the company.	3.53	3.33	3.33	3.20	-0.13 ▼
27. Uses actionable data and analytics to improve risk tolerance.	3.20	3.33	2.93	3.40	+0.47 ▲
28. Establish roles, responsibilities, procedures.	3.33	3.13	3.40	3.60	+0.20 ▲
29. Is aware of process safety management.	3.21	3.20	3.20	3.20	
30. Communicates the protocols.	2.87	3.27	3.07	3.00	-0.07 ▼

Interpersonal Skills

Interpersonal Skills are the wide range of abilities that facilitate interactions with others through communication, empathy, honesty. These skills help you to build, develop and maintain strong/effective relationships with others and to relate to people of diverse backgrounds. To engage and inspire others. Individuals with high interpersonal skills treat others with courtesy, sensitivity, and respect.

Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Needs Significant Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
31. Creates an atmosphere that supports the open expression of ideas	15	3.33	93.3	7%	53%	40%	
32. Is a highly respected individual in the company.	14	3.29	100.0		71%	29%	
33. Demonstrates a high degree of ethics and integrity in the workplace.	15	3.27	100.0		73%	27%	
34. Attends to both the content and the context of what was being said.	15	3.47	93.3	7%	40%	53%	
35. Gives constructive feedback on performance reviews.	15	3.13	86.7	13%	60%	27%	

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration. The direction of change is indicated by a colored triangle.

Item	2021	2022	2023	2024	Change
31. Creates an atmosphere that supports the open expression of ideas	3.13	3.07	3.47	3.33	-0.13 ▼
32. Is a highly respected individual in the company.	3.40	3.07	3.60	3.29	-0.31 ▼
33. Demonstrates a high degree of ethics and integrity in the workplace.	3.07	3.33	3.33	3.27	-0.07 ▼
34. Attends to both the content and the context of what was being said.	3.33	3.00	3.53	3.47	-0.07 ▼
35. Gives constructive feedback on performance reviews.	3.20	3.27	3.13	3.13	

Client Focus

Prioritizing the client's needs, expectations interactions above all else. Understanding and addressing client needs, providing excellent service. Consistently delivering value to clients. A client-focused approach involves fostering a company culture dedicated to enhancing client satisfaction and building strong client relationships.

Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Needs Significant Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
36. Anticipates resources needed to meet the client needs.	15	3.20	93.3	7%	67%		27%
37. Prioritizes the needs and preferences of the client.	15	3.33	93.3	7%	53%		40%
38. Makes client's needs a top priority.	15	3.07	86.7	13%	67%		20%
39. Creates documents that meet the client's specifications.	15	3.33	100.0		67%		33%
40. Responsive to client needs.	15	3.33	100.0		67%		33%

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration. The direction of change is indicated by a colored triangle.

Item	2021	2022	2023	2024	Change
36. Anticipates resources needed to meet the client needs.	3.53	3.20	3.33	3.20	-0.13 ▼
37. Prioritizes the needs and preferences of the client.	3.20	3.27	3.07	3.33	+0.26 ▲
38. Makes client's needs a top priority.	3.13	3.40	3.33	3.07	-0.27 ▼
39. Creates documents that meet the client's specifications.	3.20	3.27	3.00	3.33	+0.33 ▲
40. Responsive to client needs.	3.00	3.20	3.27	3.33	+0.07 ▲

Empowering Others

Empowering individuals means granting them the freedom to make decisions and take ownership of their work. Allowing for flexibility in work hours or remote work arrangements empowers employees to manage their time effectively. Empowerment includes providing growth opportunities and encouraging employees to share their ideas, perspectives, and solutions.

Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Needs Significant Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
41. Recognizes and rewards employees who make important decisions and take action when necessary.	15	3.33	93.3	7%	53%	40%	
42. Fosters a sense of ownership and accountability for the process/product.	15	3.40	93.3	7%	47%	47%	
43. Enables team members to make their own decisions on the project.	15	3.13	86.7	13%	60%	27%	
44. Provides opportunities for employee development and growth.	15	3.27	100.0		73%	27%	
45. Allows employees to organize their schedule to best accomplish the job.	15	3.47	100.0		53%	47%	

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration. The direction of change is indicated by a colored triangle.

Item	2021	2022	2023	2024	Change
41. Recognizes and rewards employees who make important decisions and take action when necessary.	3.47	3.20	2.93	3.33	+0.40 ▲
42. Fosters a sense of ownership and accountability for the process/product.	3.27	3.53	3.13	3.40	+0.27 ▲
43. Enables team members to make their own decisions on the project.	3.87	3.13	3.20	3.13	-0.07 ▼
44. Provides opportunities for employee development and growth.	3.33	3.27	3.87	3.27	-0.60 ▼
45. Allows employees to organize their schedule to best accomplish the job.	3.20	3.33	3.13	3.47	+0.33 ▲

Planning

Planning is a core aspect of organizational management. Contingency planning, strategic planning, forecasting, resource management, project management, staffing, scheduling, and logistics are all important types of planning in organizations. Planning gives direction and sets the framework for managing time and resources by identifying goals, setting priorities, and establishing the steps needed to reach those goals.

Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Needs Significant Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
46. Assesses the potential impact of changes to the strategic plan.	15	3.40	93.3	7%	47%	47%	
47. Able to balance the needs of multiple stakeholders in developing the plan for the division.	15	3.20	93.3	7%	67%	27%	
48. Determines the steps required for completion of a task.	15	3.20	93.3	7%	60%	33%	
49. Develops a detailed plan outlining tasks, resources, timelines, and deliverables.	15	3.47	100.0		53%	47%	
50. Determines what supplies/equipment will be needed for the job.	15	3.20	86.7	13%	53%	33%	

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration. The direction of change is indicated by a colored triangle.

Item	2021	2022	2023	2024	Change
46. Assesses the potential impact of changes to the strategic plan.	3.27	3.40	3.20	3.40	+0.20 ▲
47. Able to balance the needs of multiple stakeholders in developing the plan for the division.	3.33	3.40	3.20	3.20	
48. Determines the steps required for completion of a task.	3.60	3.33	3.20	3.20	
49. Develops a detailed plan outlining tasks, resources, timelines, and deliverables.	3.00	3.47	3.13	3.47	+0.33 ▲
50. Determines what supplies/equipment will be needed for the job.	3.20	3.67	3.27	3.20	-0.07 ▼